

77 04224

THE BERKELEY CENTER

A DEVELOPMENT PROPOSAL
FOR THE BERKELEY URBAN CORRIDOR

Jay Colombatto
Executive Director

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JUL 11 1977

UNIVERSITY OF CALIFORNIA

no slip

Business cards Berkeley
" promo "

NEW BERKELEY

A Non-Profit Community Development Corporation • 1664 Shattuck Ave., Berkeley, CA 94704 • (415) 845-0668



THE BERKELEY CENTER

A DEVELOPMENT PROPOSAL
FOR THE BERKELEY URBAN CORRIDOR

Jay Colombatto
Executive Director


June, 1976

s.r.2

NEW BERKELEY

A Non-Profit Community Development Corporation • 1664 Shattuck Ave., Berkeley, CA 94704 • (415) 845-0668





Digitized by the Internet Archive
in 2024 with funding from
State of California and California State Library

<https://archive.org/details/C124900557>

PROPOSAL CONTENTS

	Page
I. THE NEW BERKELEY CORPORATION	1
II. THE CHALLENGING STATE OF BERKELEY	2
A. Background of the Economic Problem	2
B. Impact on Berkeley Today	2
1. Taxes	2
2. Unemployment	3
3. Revenue Deficit	3
C. The Urban Corridor North: The Central Business District (Downtown)	3
D. The Urban Corridor South: The Adeline-Alcatraz District	4
E. The Need Today: What Must Be Done	4
1. Economic	5
2. Social	5
3. Aesthetic and Cultural	5
III. THE NEW BERKELEY CORPORATION AS A RESPONSE	7
A. The Berkeley Center Project: Urban Corridor Development	8
B. Berkeley Center Project Objectives and Goals	8
1. Economic Stimulation	8
2. Tax Base Expansion	9
3. Employment	9
4. Housing	9
5. Preserving the Best	9
6. New Facilities and Urban Synergy	10
7. A Matter of Aesthetics; What It Will Look Like	10
8. University-City Interface	11
9. Symbol of a Vital City	11

	Page
IV. METHODOLOGY: HOW WE WILL PROCEED	
A. The Consultants	12
B. Public and Private Agency and City Cooperation	12
C. Community Involvement and Public Outreach	13
D. Financing	13
V. BERKELEY CENTER PLANNING TASK	14
Phase I - Preliminary Information Gathering and Integrated Master Plan	14
Phase II - Detail Program and Data Collection	14
Phase III - Design Alternatives	14
Phase IV - Specific Design and Feasibility Analysis	15
Phase V - Project Implementation	15
VI. SOUTH BERKELEY SPECIAL SERVICES PROGRAM	16
Board of Directors and Officers	18
Organization Systems Chart	19
Berkeley Center Project Area: The Urban Corridor Map	8a

I. THE NEW BERKELEY CORPORATION

A community-based effort designed to manage and finance the development of comprehensive conceptual plans for the revitalization of Berkeley's urban corridor, New Berkeley, a tax-exempt, non-profit community development corporation, was incorporated in 1974. New Berkeley is moving ahead to induce both public and private capital to rehabilitate, reconstruct and redevelop the City's urban corridor commercial areas. This effort entails the investigation, analysis, and development of plans for specific projects within the urban core area by consultants on a contractual basis, involving architects, urban planners and social and economic analysts. Concurrently, the New Berkeley Corporation, through its own efforts and those of associated committees, will promote the development concepts to ensure their implementation by other agencies and interests.

Governed by a 12 member Board of Directors, which is elected annually by a membership of 50, New Berkeley is a private corporation designed to work with the Berkeley Comprehensive Planning Department, Planning Commission, Redevelopment and Housing Agency, and those responsible for the City's emerging Economic Development Plan and Master Plan. Additionally, New Berkeley is working to organize the contributions and participation of the University of California in its efforts.

II. THE CHALLENGING STATE OF BERKELEY

A. BACKGROUND OF THE ECONOMIC PROBLEM

During the past decade, serious social and economic problems have threatened Berkeley's functioning as a vital city. Prior to the 1960's, the City had a stable population, high employment opportunity, and adequate commercial growth. The events of the last decade, however, characterized by intense community conflict and economic retrogression, resulted in a steady erosion of the tax base and a halt to major commercial development. The shopping patterns of Berkeleyans shifted in a major way to other communities. By 1972, Berkeley was the only city in the East Bay (Alameda and Contra Costa Counties) to fall into the negative side of the taxable sales picture. During 1973 sales rose slightly but showed little or no real growth if inflation was considered. During 1974, retail sales fell by 3.2%. The lack of economic development resulted in a lessening of income per commercial unit and a failure of employment to keep pace with the population needs.

During the past five years, Berkeley has experienced a series of clashes between pro- and anti-development forces. Strong community opposition to a shopping center on the Berkeley Marina and to completion of the West Berkeley Industrial Park, in addition to the restrictions placed on new residential development by the Neighborhood Preservation Ordinance of April 1973, effectively acted to exclude any expanded or intensified land uses. Berkeley had been brought to a state of non-growth. There has been almost no building activity in industrial, residential, and commercial sectors from 1972 to the present.

B. IMPACT ON BERKELEY TODAY

As a result of its loss of commercial development, Berkeley finds itself in a particularly difficult position in 1976. Its inadequate commercial growth and a seriously contracted tax base have led to excessive taxes, a shrinking industrial and commercial sector, growing unemployment, increasing housing shortages, and declining urban corridor commercial areas.

1. Taxes

As business and industry responded to Berkeley's no-growth environment and high taxes by moving away, the tax base was further eroded. Additionally, expansion by the University of California for student housing, and growth of the Graduate Theological Union as well as numerous reductions in the taxable property rolls by BART activity in Berkeley or by private industry donations of vacated land to the University have resulted in an excessive deletion of land from Berkeley's tax rolls. Today, Berkeley's combined city-county tax rate stands among the very highest in the United States. Almost twice that of neighboring Emeryville, it exceeds that of San Leandro, a city of comparable size and population, by approximately 50%. Acting as a strong deterrent to potential investors or businesses, the tax rate also works to keep rents high and bears heavily upon many older Berkeleyans. It encourages still more businesses to move out or cease operations. A survey published in December, 1975 indicated that 12% of the City's industries and 6% of its retail stores were planning to move out. Another 25% of its industry and

25% of its commercial outlets were either considering a move or felt that business would be better elsewhere. The increased tax burden places the Berkeley business sector at an even greater competitive disadvantage compared to other business sectors in Bay Area cities.

Berkeley's rising taxes and growth restrictions have also combined to make housing a scarce and expensive commodity. As long as a no-growth policy is pursued in Berkeley, the increased tax burden will continue to affect lower income and fixed income groups far more than others.

2. Unemployment

Berkeley's no-growth trend has affected all Berkeleyans, leaving almost 15% of the City's work force unemployed. With the loss of employment opportunities, the chances for upward social and economic mobility, particularly among lower income and minority groups, have been significantly reduced. Unemployment in some of the City's predominantly minority neighborhoods now exceeds 20%. While the University of California continues as a major employer in the City, the present job skill mix of the City's unemployed is most compatible with jobs generated by the industrial and commercial sectors. The fate of Berkeley's unemployed in large measure is directly tied to growth, or the lack of it, in these areas.

3. Revenue Deficit

Growth in sales taxes, the City's second major source of discretionary revenue, has been noticeably weak over the past decade. They have declined in terms of real sales tax receipts over the period 1968-1974. This steady decline in real dollars reveals that Berkeley is losing sales to outlying areas. The City is also experiencing a serious lag in growth of business license and building permit revenues. Almost half of the City's total income, and the largest part of its discretionary revenues, are in jeopardy.

Recent indications are that as a result of its failure to grow, Berkeley is rapidly approaching a fiscal crisis. During the coming fiscal year, for instance, it faces a possible revenue deficit of up to \$2.1 million. Projections also indicate that by fiscal 1982-83 it may face a revenue deficit of up to \$13 million.

C. THE URBAN CORRIDOR NORTH: THE CENTRAL BUSINESS DISTRICT (DOWNTOWN)

Once a major East Bay shopping and business district, downtown Berkeley has changed little since the 1940's except for cosmetic redesign. Since then, only four significant structures have been built, and three have been torn down. The only major hotel has been converted into a home for senior citizens. Only three downtown blocks, all located on the western side of Shattuck Avenue, can reasonably be classified as fully used, if location, pedestrian traffic, ease of parking, and volume of trade are criteria. Heavily congested Shattuck Avenue, "redesigned" in post-BART construction years, makes pedestrian movement dangerous and automobile movement difficult at best. Present conditions are starving businesses on the eastern side of the street, which normally do 40% to 60% the volume of sales of those on the western side.

Composed of a multiplicity of older obsolescent structures, interspersed with a few newer or revitalized buildings, the downtown area consists mainly

of small shops and services which occupy the ground floors of two- and three-story buildings, many of which are neglected and in disrepair. Very old, often dilapidated hotels now serving as transient housing or as homes for senior citizens encircle the area. Intersected by congested and noisy streets and avenues, downtown Berkeley is as inconvenient as it is unpleasant. Its small shops come and go, failing to provide Berkeleyans with the goods and services that they need.

Berkeley's central commercial district is visibly declining as urban blight and decay become more apparent. This process continues as Berkeleyans abandon downtown Berkeley for outlying shopping districts and easily accessible suburban shopping centers. Berkeley fell from fourth place in 1958 to sixth place in 1972 in per capita retail sales for the surveyed communities of Oakland, San Francisco, Palo Alto, Richmond, El Cerrito and Berkeley. Furthermore, between 1972 and 1974, Berkeley's share of Bay Area sales dropped another 5%. Interest in downtown Berkeley, as a place to shop, work, invest, live or pass time is declining. No doubt it will continue to decline until some new forms of interest are created.

D. THE URBAN CORRIDOR SOUTH: The Adeline-Alcatraz District

To the south of the downtown area, the Adeline-Alcatraz commercial district remains in a protracted economic slump. Once a thriving neighborhood shopping area, this district boasted its own department store, movie theater, jewelers, variety store, several groceries, banks and service stations. After World War II, the district began to decline, losing customers and sales, and finally many shops and services themselves. City sales tax revenue reports indicated this decline as late as 1974, while other commercial districts began to show stabilizing trends.

Particularly hard hit during the BART construction years, the Alcatraz-Adeline district lost over 100 parking spaces and from 20-25% of the total number of its businesses. With the loss of the Calmo department store, a BART casualty, the area's former main "anchor", or draw, was eliminated. Many other stores followed suit, either closing operations or moving to nearby Oakland. The loss of old businesses, many of which had operated in the neighborhood for 20 to 25 years, was a severe blow to residents. During 1967-68, sales and sales tax revenues plummeted to a low point. Scores of shops were left vacant and the scope of goods and services shrank. Few businesses managed to survive. Only recently have vacancies begun to disappear.

During early 1970, the federally funded "Model Cities" program established an office in the area. Although South Berkeley was the target recipient for considerable funds, the monies were generally not expended in the pursuit of economic development, but on housing rehabilitation and projects of a more social nature, such as neighborhood centers. Today, one would be hard put to readily identify the impacts of the program, acknowledged by many dissatisfied residents as a disappointment if not a failure.

E. THE NEED TODAY: WHAT MUST BE DONE

To strengthen Berkeley's viability as a commercial center and competitor in the regional system of cities, to prevent further contraction of its tax base and retail sales decline, to increase employment and to begin to provide

increased housing opportunities, Berkeley's urban corridor (downtown and Adeline-Alcatraz) must be targeted for redevelopment and growth stimulation.

1. Economic

The yield of sales tax is sensitive to many factors, including the relative attractiveness of the retail sector. If growth in sales and sales tax revenues is desired, Berkeley will have to provide its retail sector with the necessary support to attract outside business into Berkeley. To accomplish this, the retail sector requires expansion, improvement of existing structures, and replacement of obsolete structures to attract outside purchasers into urban corridor commercial areas. Unless there is regeneration of the existing retail sector, sales tax revenues in Berkeley will continue to show a real decline. Without continued building activity or economic growth, other revenues, equaling almost 50% of the total, will be affected in an adverse manner.

Privately-generated economic growth encouraged by the City in profit-making activities is needed to alleviate the growing fiscal crisis. Unless the City encourages its retail and industrial sectors to grow, its fiscal situation will suffer further deterioration. Berkeley has little choice but to pursue the most fiscally advantageous use of existing land-use opportunities, particularly the redevelopment of its urban corridor shopping and commercial districts.

2. Social

Concerns over rising taxes and inadequate funding for local public service are two areas of deep concern for Berkeleyans. To generate sufficient revenues for existing and new social programs, economic growth must be generated. Without this, it is clear that less advantaged socio-economic groups will suffer most acutely. On the other hand, in order to provide real opportunities for this group, both industrial and commercial sector expansion is a priority. Development of the urban corridor commercial areas can provide an effective program and a realistic opportunity for employment growth. While the economic impact of this effort would be apparent, the less obvious social implications arising from increased employment opportunity, particularly those dealing with real opportunity for upward social mobility, are of tremendous import to Berkeley. The City presently has the highest unemployment rate in the County of Alameda, and a population in which 19% fall into the category of "below poverty line" (1975).

Berkeley also suffers from sharp housing competition. The rental vacancy rate in Berkeley generally runs at 1% or less, one of the lowest in the nation. This represents insufficient low and middle income housing in the City. The University of California, which attracts over 30,000 students to Berkeley annually, impacts the housing market with severity, forcing rents up and lower income and disadvantaged families out. There is a great need for quality housing, in quantity, near the core of the City, to help satisfy the needs of both students and permanent residents. There is also a marked need for appropriate senior citizens' housing in the urban corridor, close to shops, services, and transportation.

3. Aesthetic and Cultural

Berkeley is a unique, sophisticated, and beautiful community, yet the core of the City does not reflect this. Today, in place of an urbane center

indicative of the nature of Berkeley's complex and cosmopolitan background, one finds an uninteresting downtown area. Berkeley today lacks an adequate central commercial district to serve and symbolize itself. Outmoded, congested, and unpleasant, the urban corridor of Berkeley presents a dreary cityscape with a static character.

The development of exciting and urbane environments within the area is needed to provide stimulating settings for social, cultural and commercial enable its people to express their creatively oriented way of life. Additionally, by providing a broadened cultural expression, by eliminating blight and facilitating a new City-University interface, the urban corridor can become more than a service district. It can become an area in which to live and enjoy life, symbolizing a vital Berkeley.

III. THE NEW BERKELEY CORPORATION AS A RESPONSE

Until the creation of the New Berkeley Corporation, no attempt was made to conceptualize the replanning of Berkeley's urban corridor in terms of whole interactive developments. Previous efforts to deal with the City's economic and social problems by public and private agencies and organizations have been failures due to incremental planning and inadequate conceptualization. Since the 1950's, for example, there have been several attempts to restructure or revitalize downtown Berkeley, once through a shopping center that was proposed in the mid-1960's for the two square-block area occupied by the City's high school. Between 1955 and 1974, at least six official studies or proposals were produced relating to the urban corridor-downtown areas. Yet, the agencies set up to deal with Berkeley's economic and related social problems have not succeeded. As a private non-profit corporation with broad community support, New Berkeley is designed specifically as a vehicle for leveraging action, or catalyzing the process of concept into tangible activity and result.

A 1974 "Downtown Community Profile" prepared by the City's Planning Department states "residents of the City as a whole, along with those working in the downtown are concerned about the area The area needs to be revitalized." Almost ten years earlier, in a 1966 presentation to a deeply concerned City Council, Dr. Wheaton, then Director of the University's Institute of Urban and Regional Development, voiced similar concerns stating, ". . . a considerable part of Berkeley's former retail dominance in this part of the Bay Area could be recaptured. To seize the initiative, to get off the ground with building means a major reconstruction of the Central Business District of Berkeley, at high design standards and high costs. . . ." Today, it is painfully apparent that unless the retail sector is able to attract outside purchasers and the urban corridor becomes a multiple use, higher density district supporting a broader community residential component and a broader scope of social, economic, and cultural activities, not only is Berkeley's ability to generate sufficient revenues highly dubious, but the viability of the urban corridor is problematic.

Municipal attempts to deal with Berkeley's economic problems have experienced serious problems. The Redevelopment Agency, for instance, has found itself unable to proceed without extreme difficulty. The two and one-half year long effort of the Master Plan Revision Committee ended in the committee's resignation in April, 1976 in response to a general community consensus that their proposals were unsatisfactory. Only recently, with the City Council's move to hire an economic consultant in conjunction with a 701 Grant, to clearly establish the basis of the City's severe economic problems and to begin to develop possible solutions through an Economic Development Commission, has an effective, positive step toward the solution been made. At the same time, however, only the New Berkeley Corporation exists to ensure that development concepts will be carried forth to a point where implementation is assured.

The New Berkeley program is a normative process, the result of an integrative private effort in response to City concerns, and in the best interests of the entire City. New Berkeley's program is supportive of the City's Comprehensive Planning Department, Economic Development Planning and Redevelopment Agency. Early informal liaison has been established with each of these agencies. New

Berkeley is designed to complement them by acting programatically in conjunction with these institutionalized City efforts. It plans to assume pre-eminence in areas where the efforts of public agencies are not designed to extend. This Corporation is designed, therefore, to support and supplement City planning and policy.

A. THE BERKELEY CENTER PROJECT: URBAN CORRIDOR DEVELOPMENT

In response to the currently problematic Berkeley situation, the New Berkeley Corporation is proposing the Berkeley Center Project. This project would involve commercial districts within the area described by these urban corridor boundaries: Hearst Avenue on the north; Grove Street, from Hearst to Woolsey, and Ellis, from Woolsey to Alcatraz Avenue, on the west; Alcatraz Avenue (or the Berkeley-Oakland City Limits) on the south; and Oxford-Fulton Streets, from Hearst to Durant Avenue, and Shattuck Avenue, from Durant to the Berkeley-Oakland City Limits (near Alcatraz Avenue), as the eastern boundary.

Functionally, the Berkeley urban corridor is a narrow, rectangular 70 block area, composed predominantly of service-oriented and commercial high-density uses, connecting the central Berkeley BART station and the Ashby BART station on the southern edge of the City. Through the center of the corridor, the City's major east-west thoroughfare, Shattuck-Adeline, carries traffic to and from Oakland and the center of the City and the University. Within this area two separate but mutually supportive and coordinated projects or developmental efforts will be induced through the planning and promotional efforts of the New Berkeley Corporation: within the Central Business District radiating out from the Central Berkeley BART station, and within the South Berkeley, Adeline-Alcatraz District, utilizing the Ashby BART station as an integral development feature. Ultimately working to transform the Berkeley urban corridor into a highly urbane, aesthetically oriented multi-use district, initial projects in the urban corridor would act in a three fold manner: (a) to revitalize the particular local problem area, (b) to complement and support each other in a synergetic manner, and (c) to spur the revitalization effort throughout the entire City.

B. BERKELEY CENTER PROJECT OBJECTIVES AND GOALS

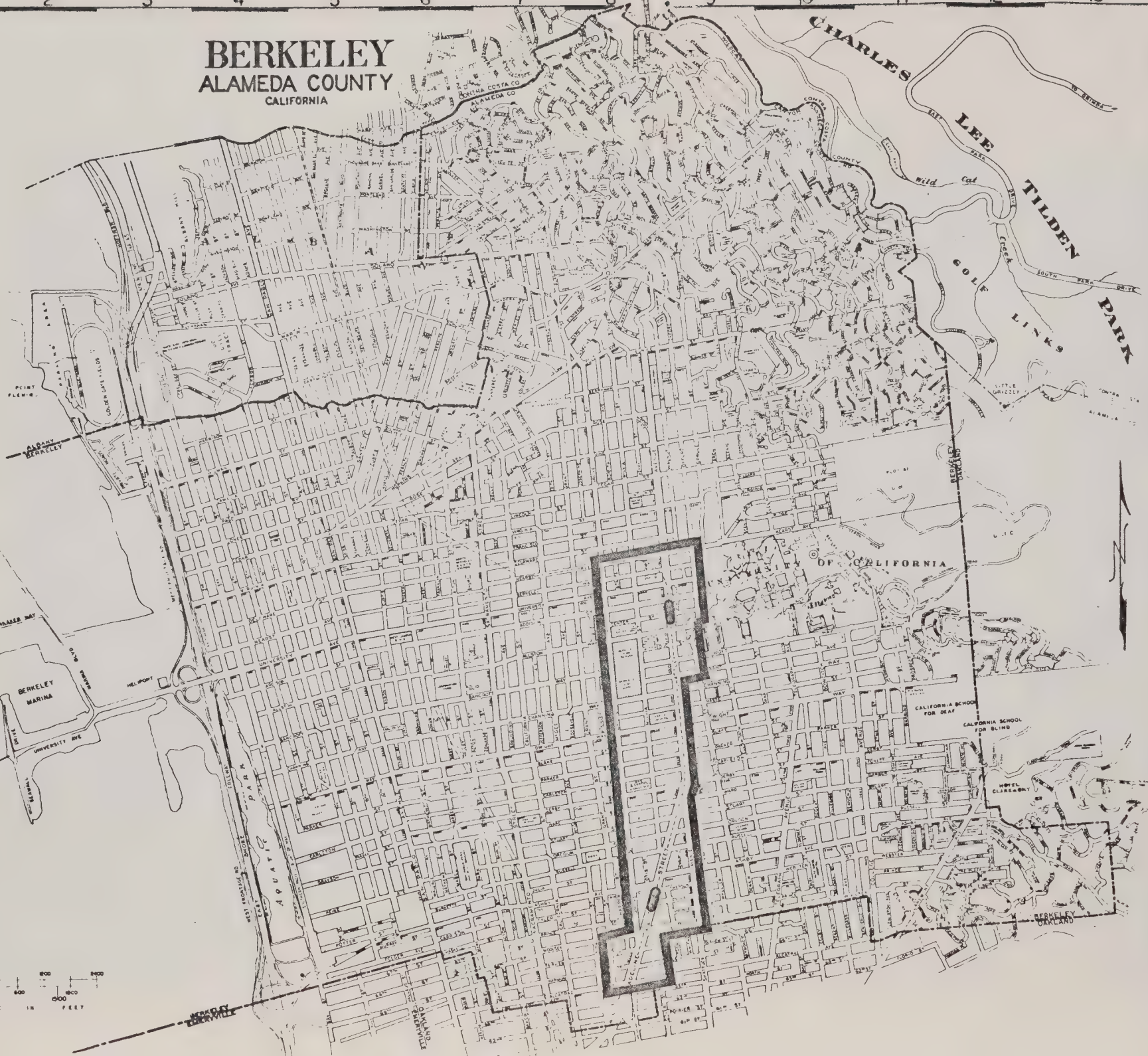
1. Economic Stimulation

Berkeley's problems are in many ways similar to those of the typical American city in that it has suffered the negative impact of decentralization, with a resultant loss of business, tax base and vitality. The pathology indicates the negative cycle of shoppers leaving for the suburban shopping centers followed rapidly by the merchant in pursuit of his market. To reverse this cycle is one of the prime objectives of the New Berkeley Corporation. The Berkeley situation, however, also involves an induced no-growth phenomenon which has threatened the vitality of the entire City as well. It is the purpose of the New Berkeley Corporation through its proposed Berkeley Center project to encourage or generate an economic renaissance that would affect the entire City. A turning point in the economic history of Berkeley, the project would assure a vital and productive future to the urban corridor as well as to the entire City. The overall impact of the projects in attracting investments into Berkeley, providing new jobs and opportunities, and generating sales and tax dollars cannot be underestimated.

BERKELEY

ALAMEDA COUNTY

CALIFORNIA



PROJECT BERKELEY CENTER SITE: THE BERKELEY URBAN CORRIDOR



2. Tax Base Expansion

A developmental project the magnitude of the Berkeley Center would act to counter the excessive amount of tax-exempt properties currently removed from the City's tax rolls and stop the persistent erosion of the City's tax base, thus stabilizing the City's excessive tax rate. By fostering new construction that will add many millions of dollars to the taxable property rolls, it will stabilize if not reduce the current tax rate. Not only will this serve to make Berkeley more attractive to businessmen and investors, but will make Berkeley a more affordable city in which to live. Without a vast expansion of the tax base, the City's apparently impending fiscal crisis will not be avoided and Berkeleyans cannot therefore reasonably expect the City to maintain its traditionally high level of social services.

3. Employment

The jobs and related social opportunities that would be generated by the Berkeley Center project are of tremendous significance to Berkeley. Not only would a significant pool of employment be created by new construction activities related to implementation of the project planning, but ultimately the Berkeley Center projects will increase employment significantly in several levels of occupation citywide. It is well worth noting that the greatest segment of Berkeley's unemployed is composed of minority group persons whose skill mixes would tend to be most compatible with job opportunities resultant from expansion of the commercial sector. Initial Berkeley Center projects might mean as many as 1500 new jobs.

4. Housing

The proposed Berkeley Center project will be designed to incorporate several hundred new quality housing units within the urban core area, catering proportionately to the needs of all Berkeley income groups. High density condominium and rental units in the project area would act to ease housing competition in the City, relieve pressure for higher densities in other residential and neighborhood areas, and provide housing where it is specifically needed: in convenient proximity to transportation, major services and facilities, and the University. In addition, by encouraging a greater residential population in the project area, it will serve the general goal of converting the area into a vital multiple use district, in which people reside as well as work. Finally, by increasing the per capita as well as cumulative spending power of area residents, it would act to stimulate existing businesses and services and further encourage new services and facilities to locate there. One should note the Berkeley Master Plan Revision Committee's draft of January, 1976 which states: "The melding of uses in areas like the Central Business District can be a strong incentive to persons working in and around the downtown area to live there as well, particularly of a greater diversity of uses also locate there."

5. Preserving the Best

New Berkeley dedicates its efforts to the preservation of the best of Berkeley for the future. The City's historical sites and architectural heritage are valuable parts of Berkeley's identity. They will be inventoried and carefully considered in any planning that may involve them. The archi-

tectural treasures that dot the downtown area, many hidden by years of neglect and behind countless attempts at modernization, must be recognized, restored and carefully converted to valuable new uses to justify and ensure their survival in an economic as well as aesthetic sense. New Berkeley envisions the Berkeley Center projects as a melding of the best of the past with the best of contemporary environmental design. Urbane new structures can reflect, complement, and amplify the most desirable and cherished qualities of Berkeley's architectural heritage.

6. New Facilities and Urban Synergy

Above all, New Berkeley proposes to induce the development of, and attract into the Berkeley Center project area facilities which Berkeleyans and the City as a whole need and desire. The project will design into the urban corridor quality space for major retailers as well as for smaller merchants. Multi-use structures containing these retailing spaces in addition to recreational and cultural space will be planned. Commercial office buildings, University related facilities, housing and other civic projects possibly including a multi-media exhibition center dedicated to the history and past accomplishments of Berkeley are being considered. Other planned components could include a research and development complex, a community crafts and produce marketing center fashioned after a "farmer's market", and a much needed hotel-entertainment and conference complex to provide an appropriate setting for major community entertainment events as well as for University and City meetings. The interactional relationships between various facilities and services will be clearly established to ensure both the success of individual developments as well as the entire project, and to ensure that the needs of Berkeleyans are met.

Each of the uses mentioned would create urban vitality, but in combination one can expect them to generate a synergy that would make Berkeley a highly attractive place for people shopping, merchandising, working and residing, thereby reversing the negative syndrome that is causing much damage to the City.

The Master Plan draft of January, 1976, which encourages development in the Central Business District, states: "The diversity of the Central Business District and its attraction as an employment, retail shopping, entertainment, office center, high density residential area should be maintained and enhanced. Those developments which combine residential and commercial uses in appropriate commercial locations serviced by adequate public transportation should be encouraged."

7. A Matter of Aesthetics; What It Will Look Like

The Berkeley Center would be an aesthetically and people oriented project. By building upon humanely oriented design concepts, the outcome will be an exciting, urbane new cityscape filled with endless possibilities for social and community events as well as for commercial interaction. Possible closure of some of the streets in the downtown area and their conversion into malls would add immeasurable to the attraction and ambience of the Berkeley Center. Additionally, by use of pedestrian promenades suspended over and built across the now congested streets, as well as rooftop gardens atop new structures, commercially non-assignable space in the form of park-like squares and public plazas filled with trees, fountains, and sculpture might equal as

much as 30% of total Berkeley Center project areas. Introduction of new transportation concepts will be significant in reorienting the downtown area to the pedestrian and to the individual. New Berkeley is dedicated to fostering in the urban corridor developments supportive of and complimentary to the inimitable and inviting ambience that is Berkeley at its best, now at a minimum there.

8. University-City Interface

The Berkeley Center can be an important factor in helping to integrate the University and the City more completely in economic as well as physical terms. An effective and cooperative planning effort involving the University, the City, and the New Berkeley Corporation can work toward solving certain persistent problems that stem in great part from University presence in the community including the citywide housing shortage, the traffic congestion problem, and the City's weakened tax position. By the development of a comprehensive use package involving University guaranteed support of specially designed space and facilities within the Berkeley Center, the University's desire to contribute to stabilization and expansion of the City's economy can be demonstrated in very concrete terms. In physical terms, through architectural and design components, the University campus and the downtown area can be melded in a more complimentary, supportive, and interesting manner.

9. Symbol of a Vital City

The Berkeley Center project will provide a strong visual-architectural center for the City, serving to symbolize the City and to reinforce the preference of Berkeleyans for more casual, intimate, aesthetically-oriented and energy-saving lifestyles. The Berkeley Center will provide a highly urbane business, cultural, and social center which will go far to rebuild the image of Berkeley and re-establish its reputation as a progressive, exciting, and beautiful environment. Demonstrating to the outside world that Berkeley is a great place to invest one's time, energy and dollars is an integral part of guaranteeing the survival of the City as a viable and vital community. All Berkeleyans have invested substantially in social, financial and cultural terms in the existing fabric of the City. The New Berkeley Corporation and the Berkeley Center project is a symbol of this commitment and of the continuing belief in the future of Berkeley.

IV. METHODOLOGY: HOW WE WILL PROCEED

The New Berkeley Corporation has begun its work toward a city-wide revitalization by identifying the urban corridor problem areas, such as downtown and Adeline-Alcatraz. It will then establish a coordination between future public and private actions so that they may spur revitalization in problem areas, and cause this revitalization effort to grow throughout the urban corridor, and ultimately throughout the City. A detailed indication of work scope is enclosed as part of this proposal.

A. THE CONSULTANTS

The primary consultants selected to provide services on behalf of the New Berkeley Corporation, Elbasani, Logan and Severin, a Berkeley-based firm of architects and urban planners, have established their reputation nationally as among the country's foremost planners in the field of urban multiple-use centers. Their unusually innovative and highly successful planning has resulted in significant urban center projects in Toledo, Ohio, Milwaukee, Wisconsin, Georgetown, Washington, D.C., and Kalamazoo, Michigan. The work of the consultants in Berkeley, as in these other cities, will involve identifying programs composed of future specific demands for office space, shopping space, parking facilities, housing and institutional uses, etc., and finding the means by which these uses can be accommodated in projects in an aesthetic and functional manner. Furthermore, the consultants will rely upon identified uses as a basis for further identifying additional speculative uses to become part of the project.

New Berkeley will contract with additional consultants in planning as well as economic and social areas in a timely manner, as needed, as the project progresses. In developing its overall goals and objectives, New Berkeley has had the advantage of discussion, advice, and the professional consultation of:

Egardo Contini, Gruen Associates, international planners and architects
Ratcliff, Slama and Cadwalader, architects and planners
Duncan-Jones, city and regional planners
Jerry Keyser, Keyser-Marston Associates, market analysts

B. PUBLIC AND PRIVATE AGENCY AND CITY COOPERATION

Since this effort is dedicated to a city-wide renewal effort, the consultants will develop an overall development strategy plan which identifies goals for the entire City so that decisions made on behalf of separate projects will be related to a solution for the entire City. To this end, general participation on the part of the public and the appropriate City agencies is part of the ongoing efforts of the Corporation. New Berkeley proposes, furthermore, to build upon past and existing efforts such as the City's current economic development effort and Master Plan revision recommendations. New Berkeley looks forward to operating in a climate of optimism and willingness on the part of the City, its agencies, the University, and the business community to donate time and its vast resources of knowledge toward proving that there exists in Berkeley the ability to coalesce events which are planned and will occur at any rate, into coordinated projects which can become the basis for the City's rebirth.

C. COMMUNITY INVOLVEMENT AND PUBLIC OUTREACH

New Berkeley will develop from its membership a comprehensive public relations and information program. Part of this program will involve community outreach to ensure a high level of community awareness of New Berkeley's progress to allow for appropriate and timely public input and wide community involvement in the planning process. The New Berkeley projects are designed to be integrative of all elements of the Berkeley Community. No separation of the needs of any particular group is contemplated.

D. FINANCING

New Berkeley will finance its efforts through tax exempt contributions from private citizens and organizations, as well as from interested local and outside businesses and corporations. Additionally, New Berkeley has applied for and is being considered for grant funding by a major California charitable foundation and is in the process of applying for grants from several other foundations. New Berkeley also anticipates contributions of in-kind services from public agencies and local government as indications of good-faith and commitment, as well as public financial support in certain areas.

V. BERKELEY CENTER PLANNING TASK

PHASE I - Preliminary information gathering and integrated Master Plan.

- Meet with all relevant private groups, agencies, community groups to review, discuss and refine schedule work scope, goals, etc., of this phase of the work. A schedule of reviews and discussions of the work as it proceeds will be established and adhered to.
- Preliminary collection and review of existing data regarding key issues such as land use, zoning, building conditions, vehicular/mass transit/pedestrian movement, historical resources, parking, ownership of land, etc., sites for new development, areas for upgraded development.
- Preliminary study of Master Plan areas options to identify general opportunities for upgrading existing uses and creating new uses. Immediate and long term potential sites for new and renovated development areas such as the downtown and South Berkeley (Adeline/Alcatraz) are recognized as in immediate need and will be identified.

PHASE II - Detail program and data collection.

- Meet with all relevant private groups, agencies, community groups to review, discuss and refine schedule work scope, goals, etc., of this phase of the work. A schedule of reviews and discussions of the work as it proceeds will be established and adhered to.
- Complete data collection regarding city wide and specific site issues.
- Meet with prospective private and public tenants to establish interest in participating in various upgraded and new redevelopment programs. Determine they type of uses, amount of uses, specific requirements, and any basis upon which new users and existing users would participate.
- Determine nature and amount of speculative (soft) program which can be applied to any precommitment (hard) and existing program of uses.
- Graphically represent precommitted and speculative programs for review by the prospective new and existing users.
- Meet with City and other public agencies to determine the nature of possible commitment for public actions which could be part of the immediate urban corridor (downtown and South Berkeley) revitalization efforts.

PHASE III - Design alternatives.

- Meet with all relevant private groups, agencies, community groups to review, discuss and refine schedule work scope, goals, etc., of this phase of the work. A schedule of reviews and discussions of the work as it proceeds will be established and adhered to.
- Prepare diagrammatic design options incorporating the hard and soft space program for new and to be renovated projects.

- Review design options for new and rehabilitated development, examining issues such as relationships and compatibility of uses to each other, public and private responsibilities towards executing projects, order of magnitude of costs, prospective users' and existing users' needs.
- Re-examination and refinement of Master Plan options in the light of project design options.
- Re-evaluation of potential sites for redevelopment and recommendation of sites for first projects.

PHASE IV - Specific design and feasibility analysis.

- Meet with all relevant private groups, agencies, community groups to review, discuss and refine schedule work scope, goals, etc., of this phase of the work. A schedule of reviews and discussions of the work as it proceeds will be established and adhered to.
- Prepare a specific pre-schematic design for the initial projects.
- Prepare preliminary cost estimates utilizing consultant input as necessary.
- Prepare economic analysis indicating private and public cost for project and program implementation, including a public assignment of responsibility for meeting costs.
- Identify and implement private and public economic/social programs necessary to aid in new and rehabilitation development efforts.
- Prepare various ways by which the initial projects may be developed utilizing private, public, community wide ownership means.
- Prepare a time-table for initial project developments.

PHASE V - Project implementation.

- Meet with all relevant private groups, agencies, community groups to review, discuss and refine schedule work scope, goals, etc., of this phase of the work. A schedule of reviews and discussions of the work as it proceeds will be established and adhered to.
- Explore and recommend various ways by which initial projects may be developed considering the many possibilities, private, public, community wide ownership mechanisms. Examples include but are not limited to:
 - a. A non-profit development corporation in a joint venture development with a private developer and/or public agencies.
 - b. A profit making development corporation in a joint venture development with a developer and/or public agencies.
 - c. An outside private developer assuming the role of executing projects, fully reimbursing with monies or an equity position the New Berkeley Corporation for its initial efforts.

- d. Formation of a New Berkeley Corporation subsidiary land holding company which will use its monies and efforts initially spent in addition to land as a basis for securing an equity position in executing the project with a private developer.
 - e. A private developer functioning as a development/management consultant to a subsidiary of New Berkeley Corporation (which may be a profit or non-profit structure) functioning as a developer.
 - f. A cooperative formed of a community wide membership or limited to a specific membership which shall act as a prime developer.
- Secure land options.
 - Prepare offerings for various development projects, identifying the development opportunities to potential parties to be involved in project execution.

VI. SOUTH BERKELEY SPECIAL SERVICES PROGRAM

The New Berkeley Corporation recognizes that in addition to its proposed workplan and the anticipated benefits of that plan, which are designed to accrue to all sectors of the Urban Corridor, the unique problems and special needs of the southern Urban Corridor (Adeline-Alcatraz) require an adjunctive assistance program. Because the South Berkeley commercial district remains in a more serious and economically marginal state than any other sector of the Urban Corridor, due in part to the extraordinary and protracted impact of BART construction there, as well as to the traditional civic remiss in assisting business there, New Berkeley proposes the following special services program for South Berkeley. This program is designed to complement the Berkeley Center development workplan and maximize the economic development of South Berkeley.

1. New Berkeley recommends that the City of Berkeley initiate an immediate program designed to ameliorate the detrimental effects of the broad Adeline traffic corridor which severs the shopping area, discourages pedestrian traffic, and functions to carry traffic rapidly through, rather than into the shopping area. Merchants in the district have indicated that additional traffic control devices, improved street and sidewalk lighting, additional off-street parking, shuttle-bus service connecting the Ashby BART station and Alcatraz-Adeline shopping areas, and a program of commercial area beautification tailored specifically to enhance South Berkeley's attraction to shoppers is needed.
2. New Berkeley will endeavor to encourage new businesses and critical, basic services, now lacking, into the area. The City is urged to do likewise through its own economic development efforts. Representatives of the Alcatraz-Adeline community have noted the need for an additional financial or lending institution, a supermarket, a variety store, and additional restaurants .
3. The New Berkeley Corporation proposes and will work to encourage and assist in establishing a new program to make a pool of low-interest loans available for South Berkeley businesses. This can be accomplished through (a) the establishment of a M.E.S.B.I.C. (Minority Enterprise Small Business Investment Corporation) or

through an existing M.E.S.B.I.C. such as Opportunity Capital Corporation in San Francisco, (b) through a Local Development Corporation, or (c) through a new Model Cities program oriented toward economic development through small business assistance.

4. It is the recommendation and an objective of the New Berkeley Corporation to have the Alcatraz-Adeline sector, as well as the entire Berkeley Urban Corridor, designated as a redevelopment district of the City. New Berkeley will work to secure this.

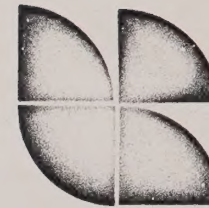
The New Berkeley Corporation considers the need in South Berkeley for these special program benefits to be of primary import and proposes their implementation concurrent with, or preceding, Phase I of its overall workplan.

BOARD OF DIRECTORS
NEW BERKELEY CORPORATION

Gary Brown	Professor of Architecture
Jay Colombatto	Administrative Analyst
Andy Gotzenberg	Landscape Architect
Gordon Henderson	Businessman and Storeowner
Robert Hink	Hink's of Berkeley
Dennis Kuby	Minister of Ecology
Steven Oliver	General Contractor
Carol Sibley	Former B.U.S.D. Chairperson
Bill McQuiston	Realtor

Officers

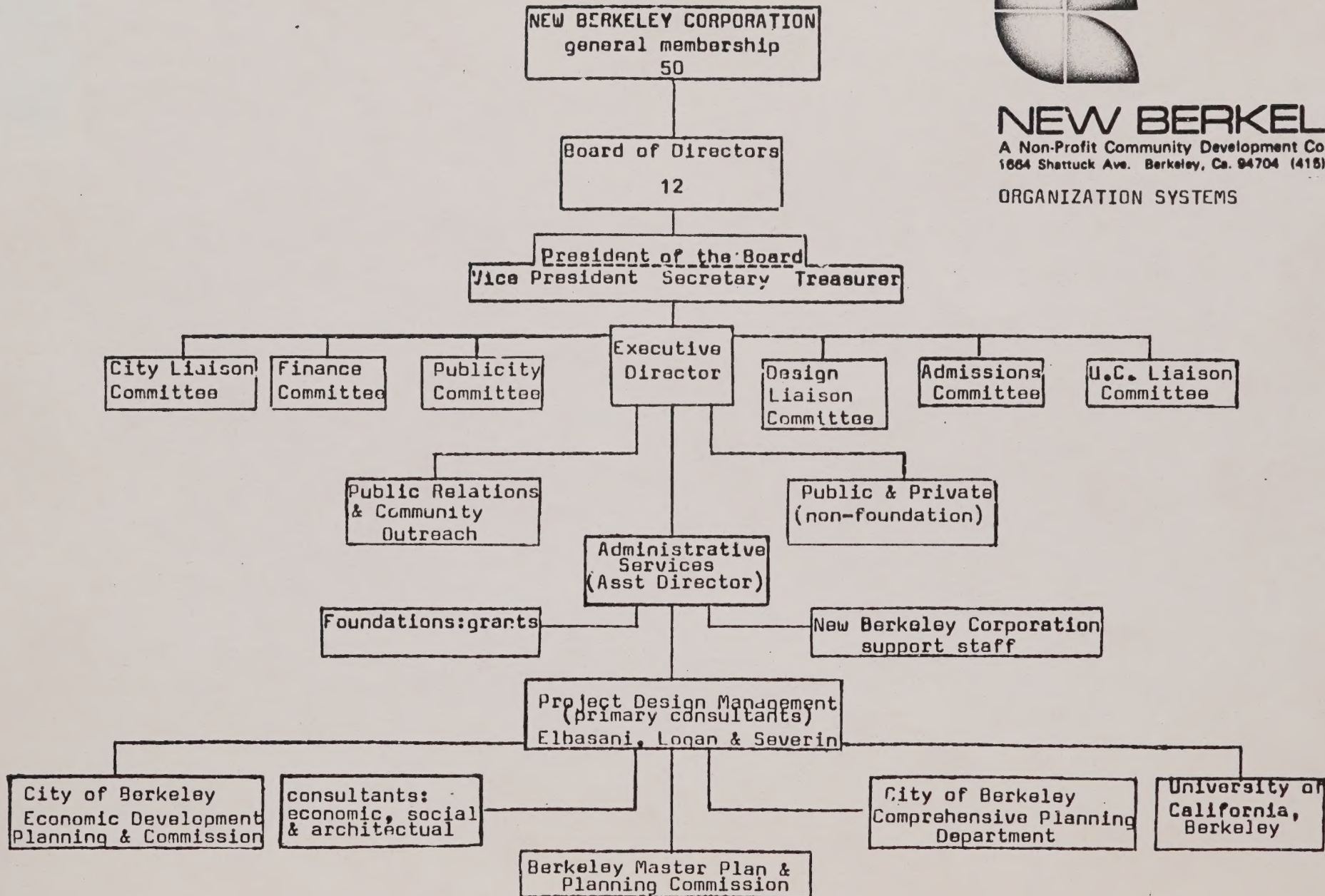
President	Steve Oliver
Vice President	Carol Sibley
Secretary-Treasurer	Jay Colombatto



NEW BERKELEY

A Non-Profit Community Development Corporation
1664 Shattuck Ave. Berkeley, Ca. 94704 (415) 845-0688

ORGANIZATION SYSTEMS





C124900557



UNIVERSITY OF CALIFORNIA
LIBRARY

PLATE 1011111111



